SHIPMAIN CHRONICLE

The right maintenance at the right cost at the right time

Volume I Number V

SHIPMAIN Making a Big Impact Onboard USS CLEVELAND (LPD-7)

By CAPT Andrew Sevald

SAN DIEGO -- SHIPMAIN, the Surface Navy's initiative to transform its maintenance structure into the most effective organization of its kind in the world, is registering significant improvements in the ships of the Southwest region. SHIPMAIN's ultimate goal is to create an efficiently aligned maintenance process and resource stream that will provide commanders with a greater availability of naval surface forces for national security "speed of response" requirements. SHIPMAIN efforts to date have included the creation of the commanding officer led ship's Maintenance Team, the maintenance figure of merit (MFOM) and substantial changes in the ship's 2K-approval process.

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Churchill Leads LANTFLT Ships In Exceeding SHIPMAIN Metrics

The Norfolk-based guided missile destroyer USS WINSTON S. CHURCHILL (DDG-81) distinguished itself as the only Atlantic Fleet ship to exceed all SHIPMAIN year-to-date entitlements throughout the first eight months of fiscal year 2005. Additionally, the ship recorded "Best in Class" results for May 2005 in the following SHIPMAIN keystone metrics:

	Goal	May 05	YTD
2K First Pass Yield	85%	97%	87%
Ship to Shore	7 days	2 days	2 days
Shore to Screen	8 days	5 days	6 days

The WINSTON S. CHURCHILL Maintenance Team is led by Commanding Officer, CDR Todd Leavitt, and supported by Port Engineer Frank Zelenka, Project Manager Bob Williams, MARMC Ship Superintendent MRCS Shawn Burns, and DDG-81 Ship Material and Maintenance Officer/3M Coordinator ACCM Tom Ulrich. "We believe in SHIPMAIN, and it works", explained CDR Leavitt, "but it requires the attention of Sailors at every level of leadership to really make it work".

According to WINSTON S. CHURCHILL's Combat Systems Officer, LCDR Todd Zirkle, SHIPMAIN requires adopting a "Continuous Maintenance" philosophy. "We're constantly reevaluating what we need to do to streamline the maintenance process. While the shore-based components of our Maintenance Team play a huge role in maintaining material readiness, it all starts at the deck-plate level

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SERMC Revitalizes its in House 3-M Program

After months of aggressive research and preparation, the Production Department formalized its 3-M System as it applies to Southeast Regional Maintenance Center (SERMC) in SERMCINST 4790.4 on 26 May 2005. Commonly referred to as "routine work", 3-M (Maintenance and Material Management) routines can often go astray if not periodically reviewed. The Production Department Head (DH) CDR Pat Shepler states: "As DH, I owe it to my Sailors to ensure that they are well trained and ready to accomplish any tasking. Documenting my (the Department's) 3-M expectations in an instruction leaves no room for doubt of the aggressive stance I (and my Department) take on operational readiness."

3-M is a day-to-day evolution at SERMC. The primary objective of SERMC's 3-M System is to manage maintenance and material support in a manner that will ensure maximum equipment operational readiness. The 3-M System consist of two functional parts: Planned Maintenance System (PMS) and Maintenance Data System (MDS). The PMS part defines uniform maintenance standards, i.e., it's a tool for planning, scheduling and controlling shipboard maintenance. PMS also involves training maintenance personnel to attain

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SHIPMAIN Making a Big Impact Onboard USS CLEVELAND (LPD-7) cont.

SHIPMAIN Gram 6, Commander Naval Surface Forces message DTG 200024Z OCT 04, pointed out that unlike the guidance concerning the PMS system (i.e. approving signatures on cyclic and quarterly boards, etc.), OPNAVINST 4790.4D (Ship's 3M Manual) gives Department Heads and Division Officers no specific tasking in managing the MDS program. A SHIPMAIN-led review of shipboard 2-Kilo management processes determined that a streamlined review chain could improve shipboard cycle time and reinforce the critical role of the LCPO as the technical expert on his/her equipment and systems. Process analysis in support of this concept has shown that a vast majority of Division Officer and Department Head reviews added days to the 2-Kilo screening process without commensurate added value. Most Department Heads manage their MDS programs by formal and periodic reviews of their CSMP. Such reviews are seen as more efficient and effective than discussions at the time that each individual 2-Kilo is processed.

USS CLEVELAND (LPD-7) Commanding Officer CAPT Mike "Goose" Chase agrees with this and other changes that have been brought about by SHIPMAIN. "CLEVELAND has transitioned to a cycle of continuous readiness using SHIPMAIN. The system has worked well and delivered a ship that is very combat ready for deployment. One of the changes that I really welcomed was the new streamlined 2-Kilo approval process. Our timetable for maintenance has measurably improved as a result of implementing this new process. Having the LCPO submit directly to the 3MC for approval instead having it go through an already too busy Department Head has resulted in greater speed and improved quality. With the LCPO approving and placing his/her name as the second contact person/supervisor, responsibility is clearly fixed. CPOs in CLEVELAND are stepping up, taking ownership, and making a difference."

Churchill Leads LANTFLT Ships In Exceeding SHIPMAIN Metrics cont.

with 2K writing and review: Garbage in usually equals garbage out." CDR Leavitt echoed, "This is largely about maintaining high standards. The crew has bought into that mindset and has worked very hard to meet all SHIPMAIN metrics." That hard work equates to efficiency on the shore side. According to WINSTON S. CHURCHILL's SHIPSUP, MRCS Burns, "When a ship writes 2K accurately like CHURCHILL, I can broker an entire CMAV in a matter of hours. For ships that aren't so meticulous, it can take several days or even weeks. An added benefit is that re-screening of jobs and multiple attempts at shipchecking jobs is minimized. All of that adds up to conservation of manhours at MARMC."

Through a combination of teamwork, open and honest communication, attention to detail, and technical expertise, the WINSTON S. CHURCHILL Maintenance Team has embraced the tenets and spirit of SHIPMAIN. CDR Leavitt and the rest of his maintenance team aren't content to rest on their laurels though: "A First Pass Yield of 97 percent isn't bad, but it leaves room for improvement. Achieving 100 percent First Pass Yield remains our goal."

SHIPMAIN Process: Determining the Technical Merit of a Proposed Ship Change

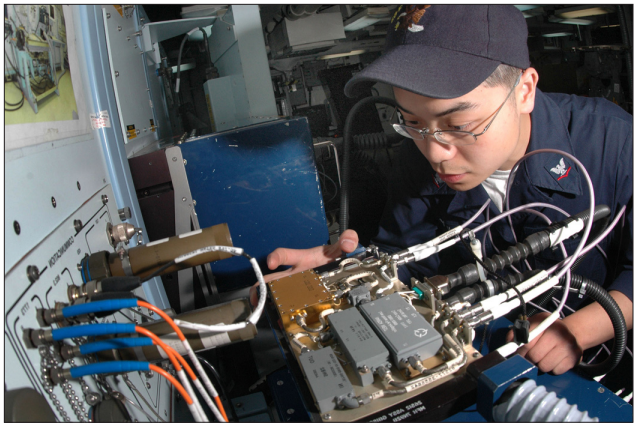
WASHINGTON DC- In previous SHIPMAIN NEWSGRAMS, details of the SHIPMAIN Entitled Process were discussed, including the Alteration Figure of Merit (AFOM) and Cost Benefit Analysis (CBA) review processes. This installment will focus on the third and final review step, the Technical Assessment.

The Technical Assessment Team (TAT) executes the Technical Assessment. The TAT is comprised of a "core" team and a "virtual" team and reviews the proposed ship change as the first step in the Entitled Process review before the AFOM and CBA processes. The "core" TAT is composed of Program Executive Office (PEO) Ships and PEO-Carriers Technical Warrant holders who review the SCD for shipboard interface, infrastructure and design impact issues as well as technical merit. The TAT Change Manger, via the Ship Change Document (SCD), provides comments and a recommendation for approval to the SHIPMAIN O-6 Decision Board. The "core" TAT may also use the "virtual" TAT, consisting of subject matter experts in external agencies like NAVAIRSYSCOM, PEO C4I and others to provide additional electronic inputs and recommendations to the TAT Change Manager.

Cross Functional Team Four (CFT-4) developed the SHIPMAIN Entitled Process. For further information on the CBA process, including instructions on completing the CSW, please visit the FMP Website:

www.fmp.navy.mil/FMPACTIVE/BusinessPolicy/FMPDocuments/shipmain.htm

SERMC Revitalizes 3-M Program cont.



maximum self-sufficiency. The MDS part provides the basis for a standard information plan for the management of maintenance and material support, i.e., a system for collecting, processing and analyzing maintenance and material data and distributing information products from them.

EMCS (SW) Keith Kuhl, as SERMC's 3-M Coordinator is the functional manager of the 3-M System and is responsible for the coordination and direct supervision of all administrative facets of the 3-M Program. EMCS Kuhl describes SERMC's immediate 3-M goal as "assessing enlisted personnel (E1 through E9) present level of knowledge, determining who needs training." Once the training needs are defined, EMCS Kuhl says training and/or remedial training will occur as often as necessary "until personnel can apply and/or demonstrate that knowledge on the job." EMCS Kuhl further explains, "We are holding personnel and their supervisors accountable. We will train until we get it right. My job is to ensure that SERMC's personnel have the right knowledge at the right time to perform their functions in an outstanding manner."

As stated in the instruction, the key to the 3-M Program's success is active attention and aggressive supervision at all levels of management. SERMC's Production Department is revitalizing an old process, a process that is the basic for supporting a surge ready Fleet.